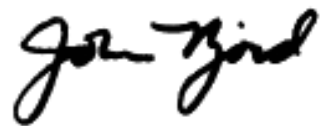


There is a fundamental, undeniable link between transportation, quality of life and economic prosperity here in Utah. From the products we use in our daily lives, to the places we work, to the schools our children attend, to the areas where we recreate; we interact with our transportation system on a constant basis.

Recognizing the decisions we make today will have substantial impacts on generations to come, the Utah Department of Transportation is driven in all it does by a set of strategic goals and focus areas. Known as the “Final Four,” UDOT’s strategic goals provide guidance in the department’s efforts to improve the quality of life and economic vitality of the state.

Additionally, results of the department’s key performance indicators are presented in this document. These indicators will better identify those areas that may require additional attention, as well as those areas in which the department’s efforts have been successful.

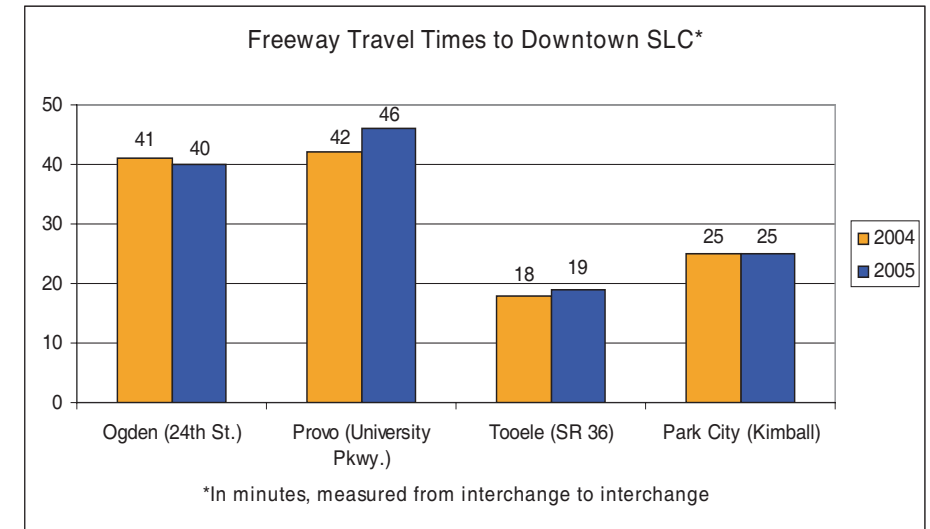


John Njord  
UDOT Executive Director

**Mobility:** Motorists measure mobility in one simple way: How long does it take me to get where I need to go? The department is committed to ensuring that travel times and congestion are minimized, even as population and travel continue to grow.

**Performance Target:** The department began measuring travel times on key corridors along the Wasatch Front (I-15 and I-80) in 2004. Baseline travel times are still being established prior to setting a performance target.

**Results:** Travel times remained consistent on most corridors, with the exception of Provo to Salt Lake City, which may be a reflection of on-going construction along the I-15 corridor.



**Add Lanes:** It’s inevitable that lanes will need to be added to the state’s transportation system in order to accommodate demand. Over the past year, new capacity was added in various parts of the state, including: U.S. Highway 91 in Cache County, 2700 North in Weber County, the Park Lane interchange in Farmington, I-15 in Salt Lake County, U.S. Highway 191 in Grand County and the Milepost 13 interchange in Washington County.

**Managed Lanes:** Despite adding new capacity over the past year, there remains \$16.5 billion in unmet highway needs through the year 2030. Massive projects such as the Mountain View Corridor in Salt Lake County, reconstruction of I-15 in Utah County and the Southern Corridor in Washington County remain unfunded. The department recently completed a “Managed Lanes” study and is committed to exploring the possibility of implementing tolls as a means of generating the revenue needed to construct some of these projects.

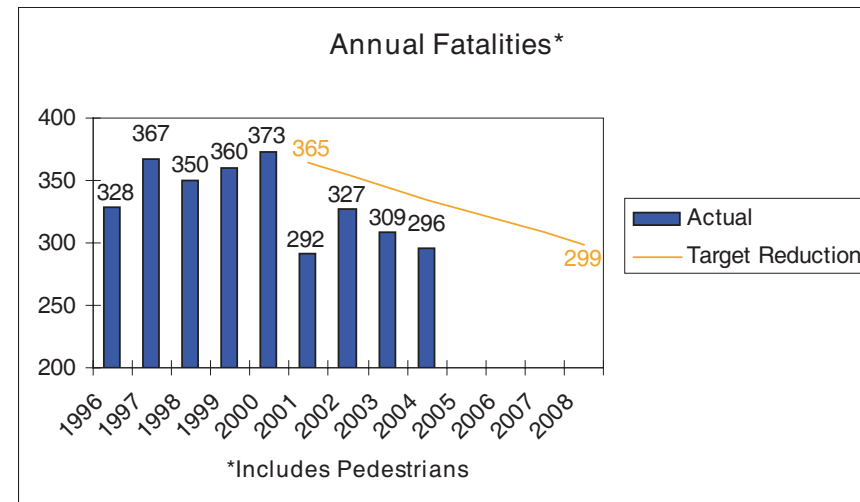
## Improve Safety

### Focus Areas and Results

**Reduce Fatalities:** Safety improvements made to the state highway system can help reduce the number of traffic related deaths.

**Performance Target:** The department is committed to an ultimate goal of eliminating traffic related deaths by reducing the amount of fatalities on Utah highways by 2 percent each year. The target reduction is calculated from a baseline of 373 fatalities in the year 2000.

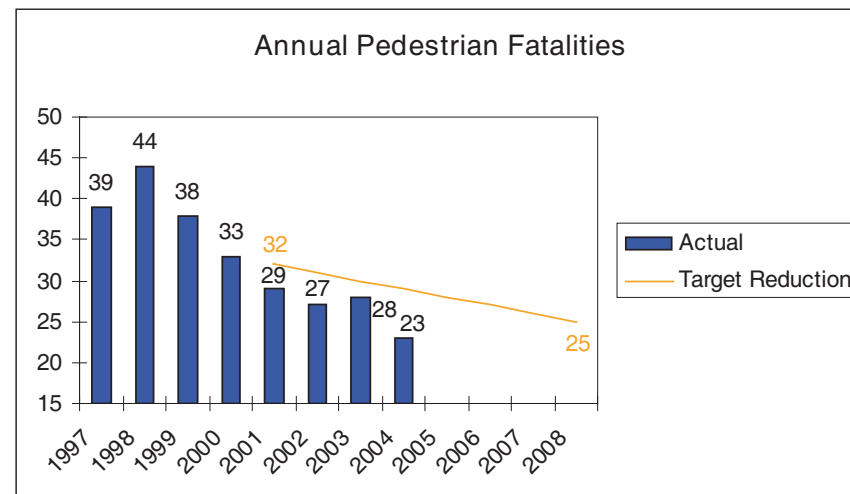
**Results:** In 2004, 296 people lost their lives on Utah roads, a reduction of 4 percent from the previous year.



**Reduce Pedestrian Fatalities:** Through public awareness and education, school zone safety programs, trail enhancements and signal improvements, UDOT is making the state safer for pedestrians and bicyclists.

**Performance Target:** UDOT is committed to eliminating pedestrian fatalities by reducing the amount of deaths by 2 percent each year. The target reduction is calculated from a baseline of 33 fatalities in the year 2000.

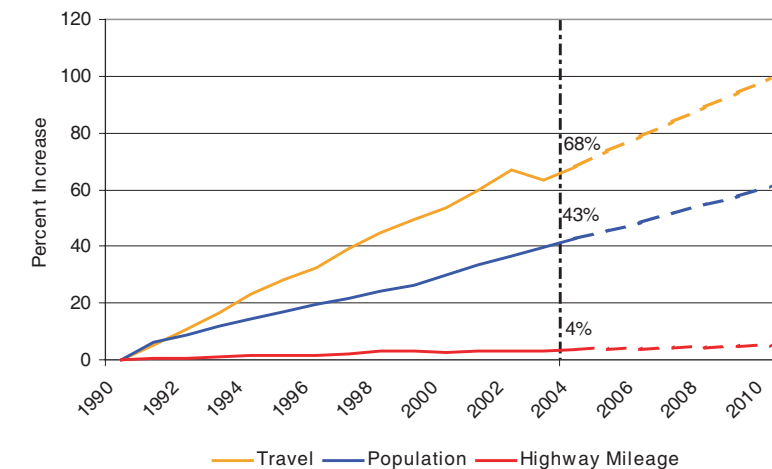
**Results:** In 2004, 23 pedestrians lost their lives, a reduction of 18 percent from the previous year.



## The Challenge

### The Challenge:

Over the last 14 years, Utah has enjoyed economic prosperity and growth. At the same time, however, that prosperity and growth has created challenges for the transportation system.



Between 1990 and 2004 the state experienced a 43 percent increase in population. At the same time travel, measured by vehicle miles traveled (VMT) increased 68 percent. However, during that same timeframe, the state only added an additional 4 percent of capacity to the highway system.

Projections show the trend will continue. By 2010, travel will

have increased by a remarkable 99 percent, population by 61 percent and new capacity by a mere 5 percent.

This trend is not unique to Utah; VMT is drastically outpacing population growth all across the country. However, Utah is growing much faster than most other states. In fact, by the year 2050 more than 5 million people will call Utah home, making it one of the fastest-growing states in the country.

### The Solution:

The Department of Transportation faces the significant challenge of meeting the transportation needs of a growing state with limited resources. UDOT is addressing this challenge through its strategic goals, known as the "Final Four."

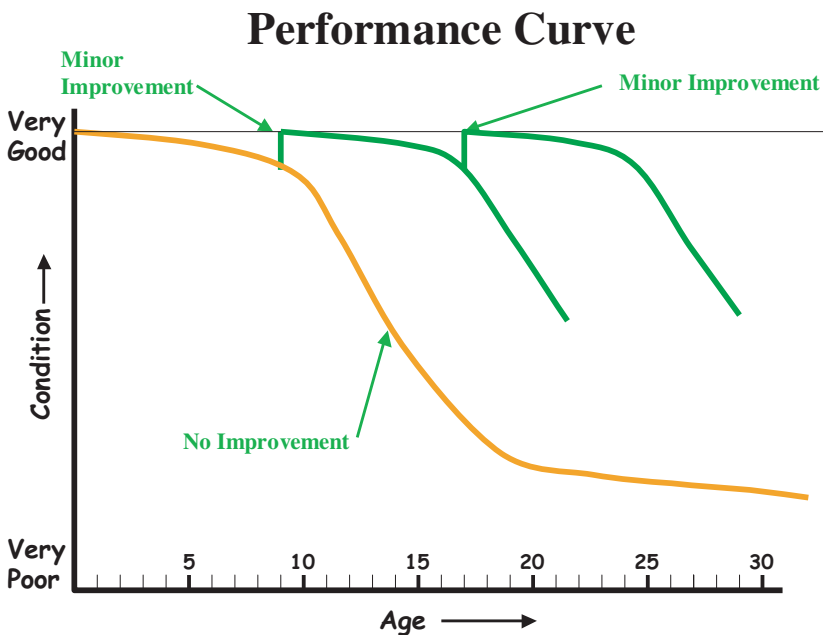
1. Take Care of What We Have
2. Make the System Work Better
3. Improve Safety
4. Increase Capacity

# The Final Four

## Take Care of What We Have

UDOT maintains nearly 6,000 miles of roadways across the state, an investment worth tens of billions of dollars. Increased travel is putting more and more pressure on the system, making preservation efforts even more critical.

The department and its employees are committed to the philosophy that “Good roads cost less.” The graph to the right demonstrates how proactively applying well-timed treatments and other technologies to pavements can actually extend their lifetime. Similarly, routine inspections and maintenance activities on bridges are far more cost effective than replacing structures that are allowed to deteriorate.



## Make the System Work Better

In the 21<sup>st</sup> Century, new technologies and design features will contribute as much to the efficiency of our transportation system as will new concrete and asphalt. The department is committed to implementing these features and staying on the leading edge of technology in order to optimize the existing system.



Information is power, and the department strives to empower motorists to make wise travel decisions by delivering them the most accurate, up-to-date information about their routes.

Proactively managing the transportation system, through access management, traffic signal coordination, ramp meters and incident management teams will help to optimize the system. High occupancy toll lanes, reversible lanes and carpool lanes are other system management techniques the department will explore in order to squeeze more capacity out of the existing system.

# Make the System Work Better

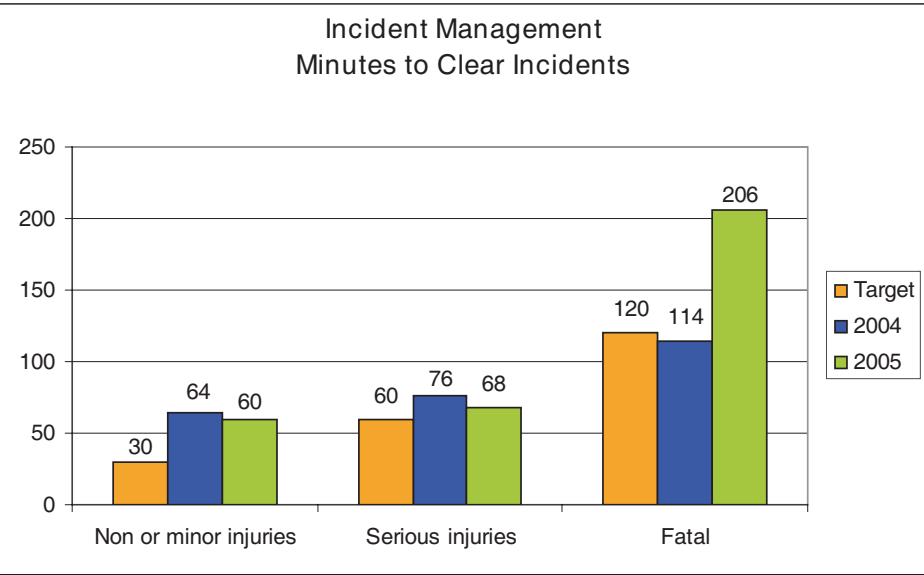
## Focus Areas and Results

### Incident Management:

Incidents that impede the free-flow of traffic (crashes, stalled vehicles, debris in the roadway) need to be removed from the travel lanes as quickly as possible. For every minute saved clearing an incident, five minutes of traffic back up is prevented. The department’s Incident Management Teams (IMTs) assist in clearing incidents and restoring traffic to free-flow conditions.

### Performance Target:

IMTs are committed to clearing non or minor-injury incidents in 30 minutes or less, serious injury incidents in 60 minutes or less and incidents involving fatalities in less than 120 minutes.



Times are measured from when the incident is first reported to when all vehicles or debris are cleared from the scene.

**Results:** For FY 2005, non or minor-injury crashes were cleared in 60 minutes, serious-injury incidents were cleared in 68 minutes and incidents involving fatalities were cleared in 206 minutes.

**Managed Lanes:** The existing transportation system can also be optimized by how we choose to use it. Applications such as high occupancy vehicle lanes, reversible lanes and high occupancy toll lanes are all designed to move more people within the existing system. The department has completed a “Managed Lanes” study and has identified several candidate corridors throughout the state for possible implementation of managed lanes applications. Additionally, the department added new HOV lanes to I-15 in Salt Lake County in 2004 and is planning to extend the lanes into Utah County by the summer of 2006.

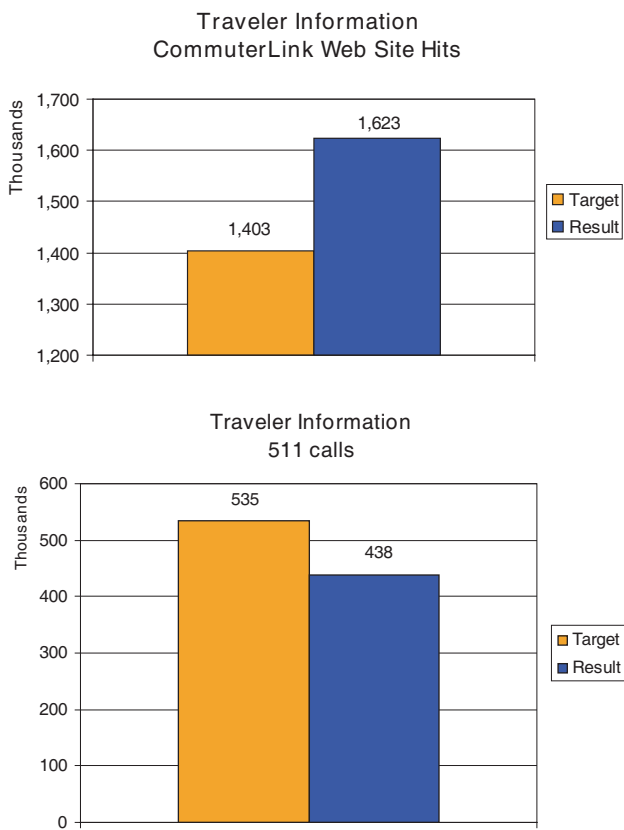
# Make the System Work Better

## Focus Areas and Results

**Traveler Information:** Providing the public with real-time, accurate travel information through the 511 Travel Information Line and CommuterLink Web site will enable motorists to make well informed travel decisions. Such decisions can help to reduce delay time, crashes and improve air quality.

**Performance Target:** Working under the assumption that usage of 511 and CommuterLink will increase if helpful, reliable information is found, the department will strive to increase usage of both services by 10 percent per year.

**Results:** In FY 2005 the CommuterLink Web site received 1.6 million user sessions, an increase of 26 percent over the previous year. The 511 Travel Information line received 438,000 calls, a decrease of 10 percent from the previous year.

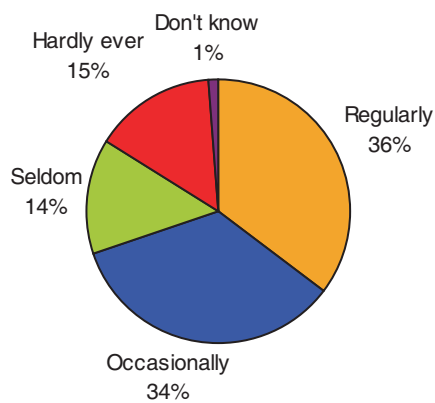


**Traveler Behavior:** Armed with information from the CommuterLink Web site, the 511 Travel Information line and messages from electronic freeway signs, the department hopes to influence motorists' travel behavior (when necessary). Examples of behavioral changes could include using alternate routes to avoid incidents or adjusting the time of day at which commuters travel to avoid congestion.

**Performance Target:** The department will poll motorists on an annual basis to determine whether or not they change their travel behavior as a result of information provided to them. The department will use the results to set a baseline for future performance targets.

**Results:** In 2005, 70 percent of motorists along the Wasatch Front said they regularly or occasionally change their travel patterns based on information the department provides them.

How often do you change your travel patterns based on information you receive about congestion, accidents, etc...?



# The Final Four

## Improve Safety

The most important mission of the department is to safely deliver its customers from one point to another. Each year, approximately 300 people lose their lives as the result of crashes on Utah's roadways.

By implementing innovative safety programs and identifying safety improvement locations, the department can significantly reduce the number of traffic fatalities. Partnerships forged with law enforcement agencies and public education programs will also help to make Utah a safer place to live, travel, do business and recreate.



## Increase Capacity

Traffic congestion is often cited as a top concern amongst residents in our state. Every minute spent delayed in traffic is a minute spent away from family, work or play.

Given the state's current increases in both travel and population, it is inevitable that capacity will have to be added to the existing system. However, financial constraints may prevent the department from building highways fast enough to completely eliminate congestion.

With \$16.5 billion in unmet highway needs through the year 2030, the department will explore tolling as a means of constructing projects on a much shorter timeline.



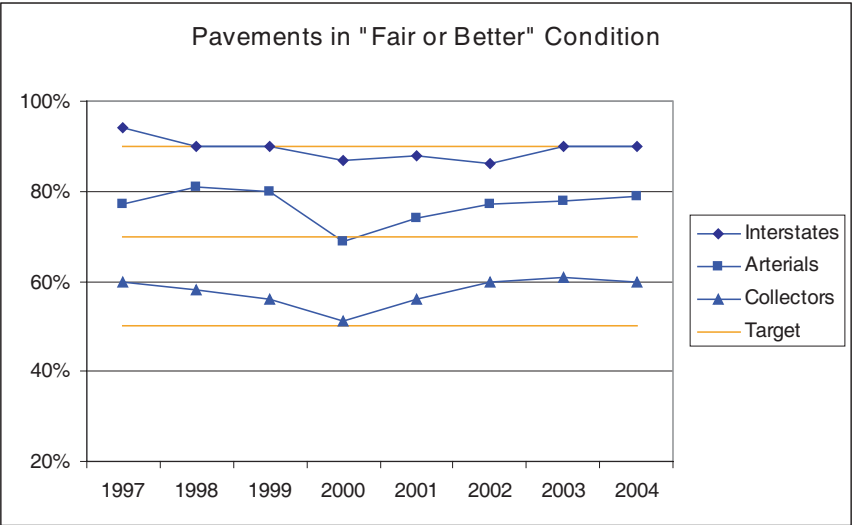
# Take Care of What We Have

## Focus Areas and Results

**Pavement Preservation:** Much like changing the oil in your vehicle, proactive pavement treatments and maintenance will extend the lifetime of the roadway for a minimal investment. Such activities will cost far less than replacing pavements prematurely.

**Performance Target:** Using a scale that measures the roughness of pavement, UDOT will strive to maintain 90 percent of interstate pavements, 70 percent of arterial pavements and 50 percent of collector pavements in "fair or better" condition.

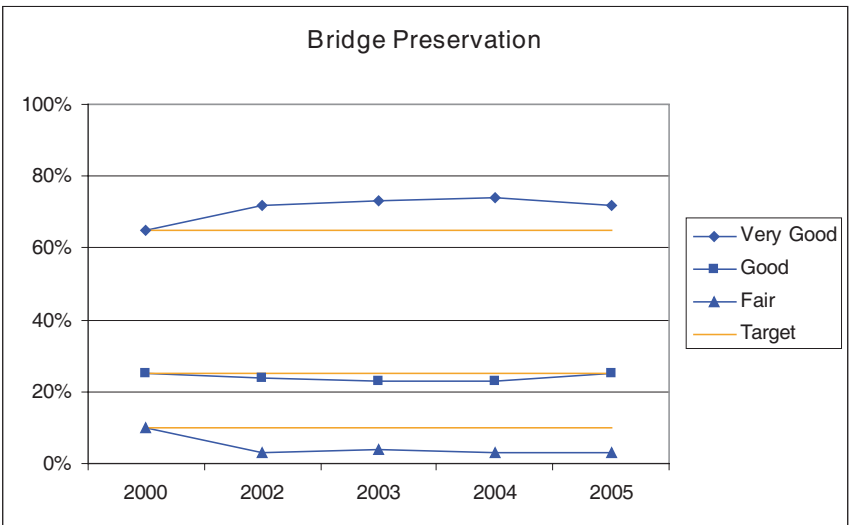
**Results:** In 2004, UDOT maintained 90 percent of interstate pavements, 79 percent of arterial pavements and 60 percent of collector pavements in "fair or better" condition.



**Bridge Preservation:** The department inspects each one of its 1,700 bridges at least once every other year. Data collected during these inspections allows the department to identify smaller-scale projects that can extend the lifetime of each bridge without undergoing more costly, full-scale repairs.

**Performance Target:** Using national bridge inspection standards, UDOT will work to maintain 65 percent of its bridges in "very good" condition, 25 percent in "good" condition and only 10 percent in "fair" condition.

**Results:** In 2005, UDOT maintained 72 percent of its bridges in "very good" condition, 25 percent of its bridges in "good" condition and only 3 percent of its bridges in "fair" condition.



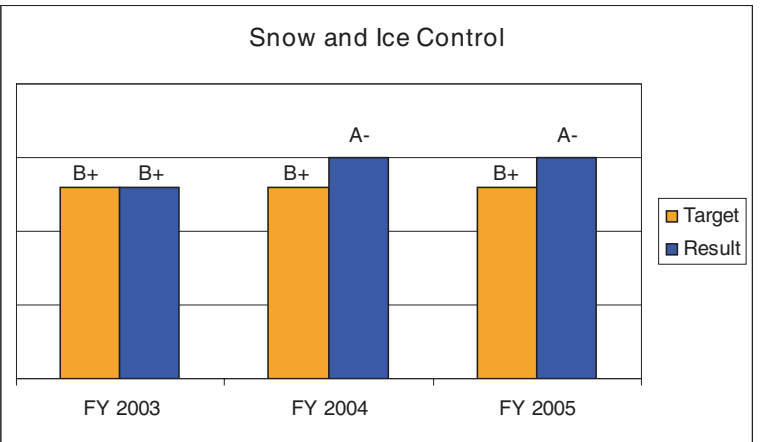
# Take Care of What We Have

## Focus Areas and Results

**Snow & Ice Control:** The department faces a significant challenge in keeping Utah's roads free of ice and snow during the winter months. Snow and ice removal is a critical task in order to ensure the safety of motorists and the health of the roadway.

**Performance Target:** UDOT's maintenance management system assigns a letter grade to the department's snow removal efforts. The department's target grade is "B+." A grade of "A" represents clear, dry conditions. A grade of "B" represents snow or ice building up occasionally. A grade of "C" represents snow or ice building up regularly.

**Results:** For FY 2005, UDOT achieved a grade of "A-" for snow and ice control.



**Signing and Striping:** Roadway signs and paint contribute heavily to the efficient and safe movement of traffic along the state's highways. Providing these high-value services for a minimal cost to the department's customers is a priority.

**Performance Target:** Using the same grading system mentioned above, the department's target grade for signing and striping is an "A." A grade of "A" represents excellent daytime and nighttime visibility. A grade of "B" represents good daytime visibility and fair nighttime visibility. A grade of "C" represents fair daytime and nighttime visibility.

**Results:** For FY 2005, UDOT achieved a grade of "A-" for signing and striping.

